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25X1A Chief, NEA [REDACTED]

Management Staff, O&M, DD/P Area

25X1A Study of NEA [REDACTED]

1. PROBLEM:

Study the organization, procedures, and staffing of NEA [REDACTED] and recommend changes necessary for improved performance.

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2. FACTS BEARING ON THE PROBLEM:

a. The present and pending T/O provides for eight positions in the [REDACTED] nine persons are presently assigned.

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25X1A b. On the basis of average number of ceiling positions serviced by Area Division [REDACTED] NEA would have a quota of nine personnel positions. (Tab A)

c. The Section Chief cannot conduct a private interview in the present facilities.

d. Division Security Office responsibilities have been added to the duties of this Section; otherwise the functions performed are comparable with other Area Divisions.

e. There are no significant work backlogs and no paid overtime is being used. However, 10 - 20 hours weekly of unpaid overtime are regularly worked, primarily by the Chief and Deputy Chief of the Section.

f. Except for Training, full responsibility for various functions is not assigned to any one individual.

g. The present Section organization provides a Chief, Deputy Chief, and a Supervisor for a total staff of eight positions.

h. A substantial amount of unnecessary, or duplication of, work effort has been built up. (Tab B)

3. DISCUSSION:

a. This Section's staffing and work load factors are compared with averages for the seven Area Divisions in Tab A. On this basis an increase in the present T/O of eight positions warrants some consideration. However, averages should not be accepted as standards for production and a request for an additional position should be considered only if corrective measures fail to relieve the work load pressure.

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- b. Partial partitions around the desk of the Section Chief would provide a measure of privacy essential for certain types of interviews inherent in this position. The partitions would also save a substantial amount of the Chief's time by eliminating many of the constant interruptions now experienced because of the open office space and proximity to the door, which results in everyone with a question going directly to the Chief.
- c. The present assignment of responsibilities results in a bottleneck of authority and action in the top position. Much of this authority to act, and responsibility for answering questions, could be pushed down to lower levels without loss of control or effectiveness.
- d. The supervising responsibilities assigned to the GS-11 Personnel Officer require approximately 50 percent of her time and is in effect "Time Lost" because: (1) she does not limit her attention to the supervisory aspects; (2) she has little authority for signing and approving, so that all action papers must go to the Chief, or Deputy for another review before release; (3) to be currently informed the Chief and Deputy Chief should continue to review and approve these action papers, so it is not desirable to delegate the responsibility downward.
- e. In a section such as this, it should be feasible to assign full responsibility for certain functions to the various officers with only a review by the Supervisor. Actually the GS-11 Supervisor has retained for her action the more important elements of the functions assigned to lower grade personnel. In turn, the Chief and Deputy Chief have never delegated downward, many of their time consuming jobs.
- f. The Chief [redacted] is so burdened with personnel matters that he should be relieved of Security Officer functions. None of the other Area Divisions have added this responsibility to their Personnel Section.
- g. The review of internal procedures indicates a substantial build up of questionable procedures and practices. (Tab B) One objective of this study should be to provide sufficient time for the Section Chief to know in detail the internal procedures and question any new file or procedure established.

4. CONCLUSION:

25X1A The number of positions on the T/O [redacted] is marginal but consideration for an additional position should be postponed, pending review of the effect of a needed reassignment of responsibilities and elimination of unnecessary work.

5. RECOMMENDATIONS:

- a. Reduce the top-heavy number of supervisory positions and reassign responsibilities, as shown in Tab C.

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- b. Channel questions to the Personnel Officer responsible for the activity in question. To implement this, issue a Notice to the Branches. (Tab D)
- apc. Eliminate duplication of effort and unnecessary work as proposed in Tab B OK
- OK d. Evaluate and take action on the recommendations affecting NEA which are contained in the Office of Personnel Procedural Study of Selected DD/P Personnel Functions, dated 19 December 1957.
- OK e. Relieve the Section Chief of the Security Officer assignment. *Hold*
- OK f. Install partial partitions to provide privacy for the Section Chief.

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Attachments:

- Tab A -  Staffing Requirements as Measured by Area Div. Averages
- Tab B - Proposed Procedural Improvements
- Tab C - Reassignment of Responsibilities
- Tab D - Suggested Memo to Branch Chiefs

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